

# Human Services Department Roles\*

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## Leader

HSD is a leader in making strategic investments in the community that both create opportunity and provide critical services. To that end, HSD works with the community to understand current and emerging needs and develop dynamic strategies and plans that address those needs. HSD works with King County, United Way of King County, other city departments, community-based organizations, and residents to provide leadership within the city and across the region around human service policy, planning, funding and service delivery. HSD partners with other institutions and community members to undo institutionalized racism, including internal to the department.

## Funder

The Human Services Department contracts with community-based organizations to provide programs and services to clients (approximately 72 percent of the department's budget is contracted to community-based organizations). In this role as a funder, the department:

- Funds the most efficient, quality service delivery arrangements possible. Administrative costs are kept at a reasonable level and duplication is minimized.
- Makes funding decisions based on Request for Proposal (RFP) processes within service areas at a minimum of four-year intervals. Future RFP processes will work towards addressing the challenges non-profits face in paying their staff livable wages and benefits and keeping up with increases in fixed costs.
- Bases RFP decisions on an organization's ability to deliver clearly defined outcomes. Different service providers are likely to have unique strategies for achieving outcomes.
- Involves community members in funding processes, especially vulnerable communities who are the recipients of HSD services.

## Service Provider

HSD limits its role as a provider of human services to those situations where the fund source requires a municipality to serve as a provider, when no viable community-based organization is available to provide a needed service, or when City administration is necessary to access another City resource. HSD minimizes its own administrative costs and engages in continuous process improvement to ensure it operates as effectively and efficiently as possible.

# *Human Services Department Values\**

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*The following values are critical to the success of programs and services funded by HSD and administered by community-based organizations or HSD.*

## *Outcome-based performance*

For each program area HSD funds, it will establish clear goals, outcome performance measures and service levels. Funding will be prioritized for those programs and services that demonstrate the ability to meet agreed-upon levels of performance through successful and/or innovative programs. HSD will work with service providers and other major funders to align goals, outcome measures and reporting requirements. Internally, goals, strategies, and outcome measures will be aligned with the city's Consolidated Plan, the Area Plan on Aging, and other grant proposals and planning documents.

## *Community leadership*

HSD will support initiatives that build community leadership and empower members of specific communities to take leadership and ownership of making decisions, identifying problems and developing solutions to community needs and issues.

## *Collaboration*

HSD will support collaborations and partnerships that minimize duplication and replication and enhance the quality of service delivery.

## *Accessibility*

HSD will fund programs that are accessible, including geographic, physical, cultural and language accessibility.

## *Culturally competent / culturally relevant programs*

HSD will support programs and services that are delivered in a culturally competent manner (behaviors, attributes and policies enabling an agency or program to work effectively in cross-cultural situations) and/or culturally relevant programs (programs that are designed to serve a specific cultural group).

## *Anti-poverty strategies*

HSD will encourage anti-poverty strategies, including an ongoing effort to help all city residents access benefits and services to which they are entitled and integration between human services and workforce development programs.

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*\*Developed during HSD's 2002 Community Involvement Process*